September 1988
Vol. 47, No. 9

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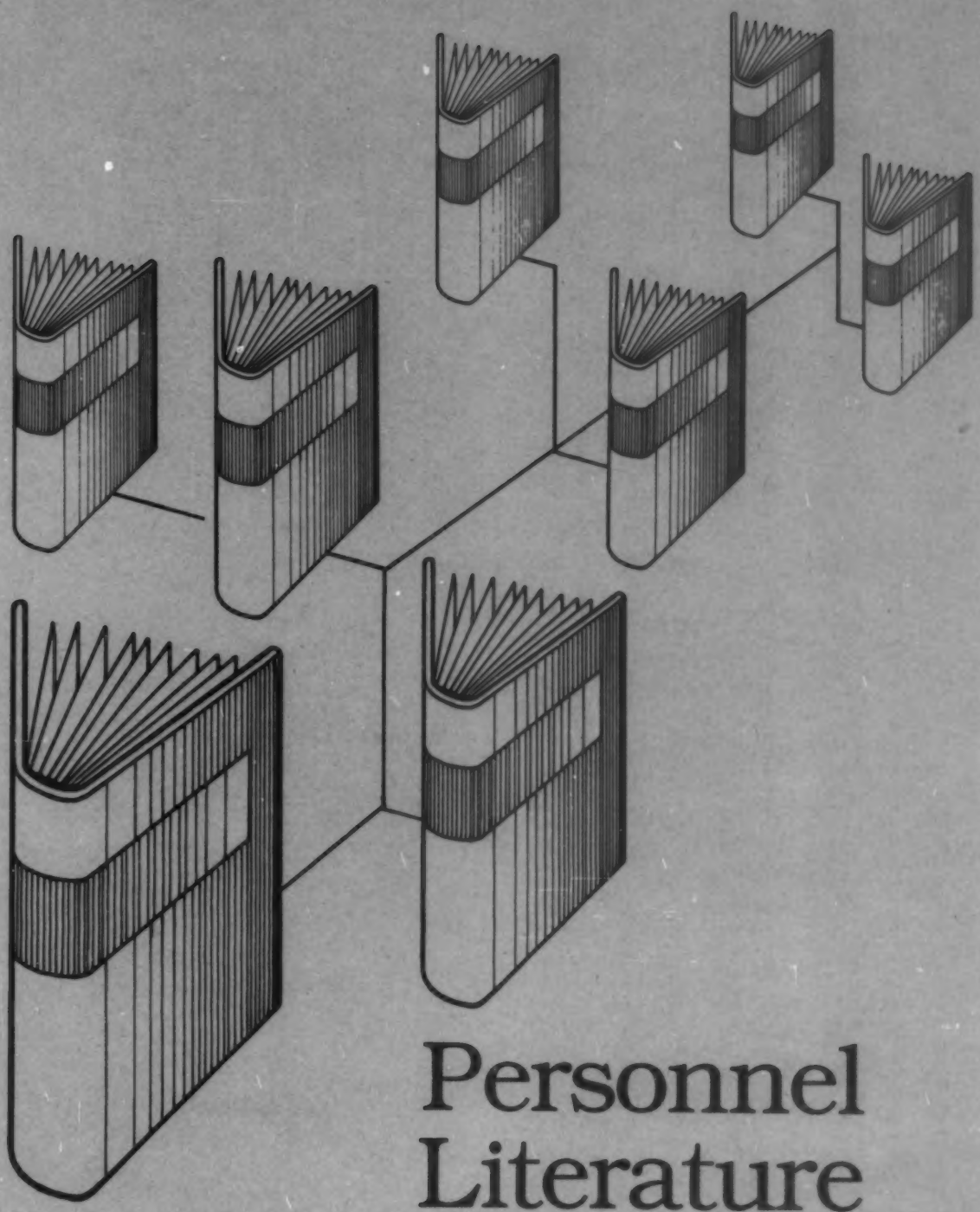

# Personnel Literature

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ASSESSMENT CENTERS

9-1

Schippmann, Jeffery S., Garry L. Hughes and Erick P. Prien.
Raise assessment standards. Personnel journal, 67:68-79, July 1988.
Descriptors: *Assessment centers / *Management development.

ATTITUDE SURVEYS

9-2

Burns, Thomas J.
Learning what workers think. Nation's business, 76:32+, August 1988.
Descriptors: *Attitude surveys--Administration--Evaluation / *Employee attitudes.

9-3 Ie543.5 .Un679f

U.S. Merit Systems Protection Board.
Federal personnel policies and practices--perspectives from the workplace. Washington, 1987. 22 p.
Descriptors: *Employee attitudes / *Job satisfaction / *Attitude surveys / Federal government.

CAREER STAFFING

9-4

Hammer, Edson G. and Lawrence S. Kleiman.
Getting to know you. Personnel administrator, 33:86-88+, May 1988.
Descriptors: *Selection--Methods / *Biographical inventories.

9-5

Hughes, Charles and Rob Jezek.
Uniform guidelines. Classifiers column (Classification and Compensation Society), 19:17-18+, May 1988.
Descriptors: *Selection--Methods / Federal government.

9-6

Kuchta, William G.
Part-year vs. part-time employment. Personnel administrator, 33:60-63, May 1988.
Descriptors: *Part-time work--Case studies.

9-7

Moore, Laurence V.
Maps to a good match. Personnel administrator, 33:102-105, May 1988.
Descriptors: *Selection--Methods.

9-8

Taylor, M. Susan and Kathryn K. Sackheim.
Graphology. Personnel administrator, 33:71-72+, May 1988.
Descriptors: *Selection--Methods / *Graphology.

CAREER STAFFING (Cont'd)

9-9

Welter, Therese R.

New-collar workers. Industry week, 237:36-39, August 15, 1988.

Descriptors: *Career staffing / *Service industries.

CHANGE, ORGANIZATIONAL

9-10

Liebowitz, S. Jay and Aubrey L. Mendelow.

Directions for development. Personnel administrator, 33:116-118+, June 1988.

Descriptors: *Change, Organizational.

9-11

Mastenbroek, Willem.

A dynamic concept of revitalization. Organizational dynamics, 16:52-61, Spring 1988.

Descriptors: *Change, Organizational.

CIVIL SERVICE, FEDERAL

9-12

CSRA after 10 years: AFGE calls law a flop, seeks major overhaul. Government standard, 4:1+, July 1988.

CSRA = Civil Service Reform Act.

AFGE = American Federation of Government Employees.

Descriptors: *Civil service reform--Law and legislation / *Civil service reform--Evaluation / Federal government.

9-13

Horner, Constance.

Civil Service Reform Act: a review and assessment. Federal Managers quarterly (Federal Managers Association), p. 16-19+, July 1988.

Constance Horner is Director, U.S. Office of Personnel Management.

Descriptors: *Civil service reform--Law and legislation / *Civil service reform--Evaluation / Federal government.

9-14

Marcotte, Paul.

The rewards of government service. ABA journal (American Bar Association), 74:66-70, August 1, 1988.

Descriptors: *Government service as a career / *Government attorneys / Federal government.

9-15

Tagen, Julie.

Enhancing and promoting public service. Federal Managers quarterly (Federal Managers Association), p. 21-23, July 1988.

Interview with Joan Keston, Executive Director, Public Employees Roundtable.

Descriptors: *Government service as a career / *Civil service / Federal government.

CIVIL SERVICE, FEDERAL (Cont'd)

9-16 I a11.15 .Un35c

U.S. Office of Personnel Management.
Career America: the U.S. government: find out why it's becoming the first choice. Prepared by Career Entry Group. Washington, 1988. 1 v. (Pamphlets CEG-31)
Descriptors: *Government service as a career / Federal government.

9-17

Wildavsky, Aaron.
Ubiquitous anomie: public service in an era of ideological disensus. Public administration review, 48:753-755, July-August 1988.
Descriptors: *Civil service--Evaluation / *Federal employees--Attitudes toward / *Bureaucracy / Federal government.

COMPENSATION

9-18

Bartol, Kathryn M. and David C. Martin.
Influences on managerial pay allocations: a dependency perspective. Personnel psychology, 41:361-378, Summer 1988.
Descriptors: *Compensation administration--Research / *Pay research.

9-19

Benson, Philip G. and Jeffrey S. Hornsby.
The politics of pay: the use of influence tactics in job evaluation committees. Group & organization studies, 13:208-224, June 1988.
Descriptors: *Pay research--Evaluation / *Job evaluation--Research / *Job evaluation--Methods.

9-20

Browning, Linda.
Change at Navy. Classifiers column (Classification and Compensation Society), 19:12-14, May 1988.
Descriptors: *Compensation administration / *U.S. Department of the Navy / *Pay systems--Comparative studies / Federal government.

9-21

Cook, Brenda B.
The NBS demo. Classifiers column (Classification and Compensation Society), 19:14-16, May 1988.
Descriptors: *Compensation administration--Research / *Pay systems--Research / *U.S. National Bureau of Standards / Federal government.

9-22

Cumming, Charles.
Linking pay to performance. Personnel administrator, 33:47-52, May 1988.
Descriptors: *Performance-based pay.

9-23
Dreher, George F., Ronald A. Ash and Robert D. Bretz.
Benefit coverage and employee cost: critical factors in explaining compensation satisfaction. Personnel psychology, 41:237-254, Summer 1988.
Descriptors: *Fringe benefit administration--Research.

9-24
Eldercare in the workplace: the what and the why of the corporate response.
IPMA news (International Personnel Management Association), p. 10-11+, August 1988.
Descriptors: *Fringe benefits / *Family (Sociological unit) / *Responsibility.

9-25
Gerson, Sareen R.
Demonstration projects. Classifiers column (Classification and Compensation Society), 19:5-10, May 1988.
Descriptors: *Pay systems--Research / Federal government.

9-26
Heneman, Robert L. and Debra J. Cohen.
Supervisory and employee characteristics as correlates of employee salary increases. Personnel psychology, 41:345-360, Summer 1988.
Descriptors: *Performance-based pay--Research / *Performance evaluation--Research / *Supervisors--Characteristics--Research.

9-27
O'Dell, Carla and C. Jackson Grayson, Jr.
Flex your pay muscle. Across the board, 25:43-48, July-August 1988.
Descriptors: *Compensation administration--Case studies.

9-28
Rollins, Thomas.
Pay for performance: is it worth the trouble? Personnel administrator, 33:42-46, May 1988.
Descriptors: *Performance-based pay / *Motivation.

9-29
Rose, Richard A.
Taking control of benefits. Across the board, 25:49-52, July-August 1988.
Descriptors: *Compensation administration / *Cafeteria compensation.

9-30
Shaynes, Harvey.
Civil service pay policy effectiveness and equity. Classifiers column (Classification and Compensation Society), 19:1-2, May 1988.
Descriptors: *Compensation--Administration--Evaluation / *Pay systems / Federal government.

COMPENSATION (Cont'd)

9-31
Sherman, Georgia M.
Another way? Classifiers column (Classification and Compensation Society), 19:15, June 1988.
Descriptors: *Performance-based pay--Administration / Federal government.

9-32
Tanner, Lucretia Dewey.
Developing a locality pay system. Classifiers column (Classification and Compensation Society), 19:1-5, June 1988.
Descriptors: *Pay systems--Administration / *Geographic differential--Administration / Federal government.

COUNSELING

9-33
Fagenson, Ellen A.
The power of a mentor: proteges' and nonproteges' perceptions of their own power in organizations. Group & organization studies, 13:182-194, June 1988.
Descriptors: *Mentors--Research / *Coaching--Research / *Executive power--Research.

ELECTRONIC DATA PROCESSING

9-34
Hafner, Katherine M.
Is your computer secure? Business week, p. 64-67+, August 1, 1988.
Descriptors: *Electronic data processing departments--Security measures / *Computer crimes.

9-35
Luck-Nunke, Bonnie.
Easing your company into the computer age. Personnel administrator, 33:190-191, June 1988.
Descriptors: *Offices--Automation.

EMPLOYEE CONDUCT

9-36
Adams, Meryl, Lisa Davis and Ken Jennings.
Employee fighting: will it mean discharge? Arbitration journal, 43:37-43, June 1988.
Descriptors: *Employee conduct--Cases / *Removal--Cases.

9-37
Albrecht, W. Steve and David W. Schmoldt.
Employee fraud. Business horizons, 31:16-18, July-August 1988.
Descriptors: *White collar crimes / *Commerical crimes / *Fraud.

9-38
Bennett-Alexander, Dawn.
Sexual harassment in the office. Personnel administrator, 33:174-176+, June 1988.
Descriptors: *Harassment--Cases.

EMPLOYEE CONDUCT (Cont'd)

9-39
Caudill, Donald W.
How to recognize and deter employee theft. Personnel administrator, 33:86-88+, July 1988.
Descriptors: *Employee theft / *Employee theft--Control.

9-40
Selden, Janet.
Employer liability for "hostile environment" sexual harassment, Meritor Savings Bank, FSB v. Vinson. Howard law journal, 31:51-65, no. 1 1988.
Descriptors: *Harassment--Cases / *Employers' liability--Cases.

EMPLOYEE HEALTH AND MEDICAL CARE

9-41
Abramson, Leonard.
Boost to the bottom line. Personnel administrator, 33:36-39, July 1988.
Descriptors: *Medical care--Costs / *Cost reduction / *Health benefit programs.

9-42
Cavanagh, Michael E.
What you don't know about stress. Personnel journal, 67:52-59, July 1988.
Descriptors: *Stress, Psychological / *Health, Employee.

9-43
Emery, Alan and Rich Pimentel.
AIDS in the workplace: a discussion on the issue. Worklife, 1:20-24, Summer 1988.
Descriptors: *AIDS (Disease).

9-44
Handy, Jocelyn A.
Theoretical and methodological problems within occupational stress and burnout research. Human relations, 41:351-369, May 1988.
Descriptors: *Burnout--Research / *Stress, Psychological- Research.

9-45
Leepson, Marc.
Does wellness really work? Nation's business, 76:46-48, August 1988.
Descriptors: *Health, Employee / *Preventive health services.

9-46
Sloan, Richard p. and Jessie C. Gruman.
Does wellness in the workplace work? Personnel administrator, 33:42-48, July 1988.
Descriptors: *Health benefit programs / *Health, Employee.

EMPLOYEE HEALTH AND MEDICAL CARE (Cont'd)

9-47
Zeidner, Rita.
Tougher indoor air standards asked. Federal times, 24:4, August 8, 1988.
Descriptors: *Air conditioning / *Air pollution / *Environmental health / *Offices / Federal government.

EQUAL OPPORTUNITY IN EMPLOYMENT

9-48
Burkhalter, Bettye B.
Writing job descriptions that promote equal opportunity: legally defensible methodology. Worklife, 1:36-38, Summer 1988.
Descriptors: *Equal opportunity in employment / *Job descriptions / *Handicapped--Employment.

9-49
Frierson, James G.
Religion in the workplace. Personnel journal, 67:60-67, July 1988.
Descriptors: *Religious discrimination--Cases.

9-50
Massengill, Douglas and Donald J. Petersen.
Job requirements and religious practices: conflict and accommodation. Labor law journal, 39:402-410, July 1988.
Descriptors: *Religious discrimination--Cases / *Religious discrimination--Law and legislation.

9-51
Perman, Florence.
The players and the problems in the EEO enforcement process: a status report. Public administration review, 48:827-833, July-August 1988.
Descriptors: *Equal opportunity in employment--Administration--Evaluation / *Equal Employment Opportunity Commission--Rules and practice / *U.S. Office of Federal Contract Compliance Programs--Rules and practice / *U.S. Department of Justice--Rules and practice / Federal government.

9-52
Secret, Philip E.
The Supreme Court and race-conscious seniority systems in the public sector. Howard law journal, 31:1-5, no. 1 1988.
Descriptors: *Equal opportunity in employment--Law and legislation / *Equal opportunity in employment--Cases / State government / Municipal government.

9-53
Wrong, Elaine Gale.
Arbitrators' awards in cases involving age discrimination. Labor law journal, 39:411-417, July 1988.
Descriptors: *Age discrimination--Decisions / *Arbitration and award.

ETHICS

9-54

Bunke, Harvey C.

Should we teach business ethics? Business horizons, 31:2-8, July-August 1988.

Descriptors: *Business ethics--Study and teaching.

9-55

Hosmer, LaRue Tone.

Adding ethics to the business curriculum. Business horizons, 31:9-15, July-August 1988.

Descriptors: *Business ethics--Study and teaching.

9-56

Lawson, Eric W., Sr. and Eric W. Lawson, Jr.

The Code of Professional Ethics: for whose benefit? Arbitration journal, 43:49-52, June 1988.

Descriptors: *Professional ethics.

9-57

Wallace, Doug and Julie Belle White.

Building integrity in organizations. New management, 6:30-35, Summer 1988.

Descriptors: *Business ethics.

EXECUTIVES

9-58

Fulmer, William E.

The successor: the entrepreneur's secret weapon. New management, 6:12-18, Summer 1988.

Descriptors: *Executive succession / *Executives--Abilities / *Executives--Portraits, caricatures, etc.

9-59

Mazer, Marvin A.

Are stock option plans still viable? Personnel journal, 67:48-50, July 1988.

Descriptors: *Stock options / *Executives--Fringe benefits.

9-60 Ie124.5 .Un35so

U.S. Office of Personnel Management.

The senior executive service. Prepared by Office of Executive Personnel. Washington, 1988. 15 p. (SES 88-01)

Descriptors: *Senior executive service / *Executives / Federal government.

9-61

Von Glinow, Mary Ann and Anna Krzyczkowska Mercer.

Women in corporate America: a caste of thousands. New management, 6:36-42 Summer 1988.

Descriptors: *Women executives / *Women executives--Statistics / *Women--Attitudes toward.

EXECUTIVES--ABILITIES AND CHARACTERISTICS

9-62
Frohman, Mark.
A profile of participative managers: what they really do. Industry week, 237:51-54, August 1, 1988.
Descriptors: *Executives--Characteristics / *Participative management.

9-63
Luthans, Fred, Dianne H. B. Welsh and Lewis A. Taylor, III.
A descriptive model of managerial effectiveness. Group & organization studies, 13:148-162, June 1988.
Descriptors: *Executive effectiveness--Research / *Executives--Abilities--Research.

9-64
McGinnis, Alan Loy.
Bringing out the best in people. Federal Managers quarterly (Federal Managers Association), p. 25-27, July 1988.
Descriptors: *Executives--Abilities / *Reinforcement (Psychology) / *Motivation (Psychology).

9-65
Manz, Charles C. and others.
Managerial thought patterns and performance: a study of perceptual patterns of performance hindrances for higher and lower performing managers. Human relations, 41:447-465, June 1988.
Descriptors: *Executives--Attitudes--Research / *Performance--Research / Surveys.

9-66
Marks, Mitchell Lee.
The disappearing company man. Psychology today, 22:34-36+, September 1988.
Descriptors: *Executives--Characteristics / *Executives--Attitudes.

9-67
Morris, G. Barry.
The executive: a pathfinder. Organizational dynamics, 16:62-77, Spring 1988.
Descriptors: *Executives--Abilities.

9-68
Moskal, Brian S.
Tomorrow's best managers: where are they now? Industry week, 237:32-34, July 18, 1988.
Descriptors: *Executives--Abilities / *Executives--Characteristics / *Futures (of society).

EXECUTIVES--ABILITIES AND CHARACTERISTICS (Cont'd)

9-69

Playing catchup: a progress report on women in corporations. Across the board, 25:11-41, July-August 1988.

Contents: High-tech women at the top: Marisa Bellisario of the Italtel Group interviewed by David Finn; Biology, destiny, and all that, by John P. Fernandez; Talking through glass walls, by Melissa Berman; Playing catch-up: working women's progress at a glance, by Helen Axel; Why the glass ceiling? by Dana E. Friedman; What a caring company can do, by Hugh L. McColl, Jr.

Descriptors: *Women executives--Abilities.

9-70

Watson, Carol.

When a woman is the boss: dilemmas in taking charge. Group & organization studies, 13:163-181, June 1988.

Descriptors: *Women--Executives--Characteristics / *Women--Attitudes toward--Research.

EXECUTIVES--COMPENSATION

9-71

Greenlaw, Paul S.

Cash emerges as compensation hero. Personnel journal, 67:96+, July 1988.

Descriptors: *Executive compensation / *Bonus system / *Financial incentives.

EXECUTIVES--TRAINING

9-72

Allinson, Christopher W. and John Hayes.

Th learning styles questionnaire: an alternative to Kolb's inventory? Journal of management studies (Gt. Brit.), 25:269-281, May 1988.

Descriptors: *Executives--Training--Research / *Executives--Education--Research.

HANDICAPPED

9-73

Dietl, Dick.

Canon USA needed workers; two solutions found. Worklife, 1:31-33, Summer 1988.

Descriptors: *Handicapped--Employment--Case studies / *Temporary employment--Case studies.

9-74

Gottlieb, Amy.

Employment trends: disability management. Worklife, 1:33-34, Summer 1988.

Descriptors: *Handicapped / *Disability evaluation.

9-75

Haaversen, Judy.

Honeywell's diverse workforce. Worklife, 1:29-30, Summer 1988.

Descriptors: *Handicapped--Employment--Case studies.

HANDICAPPED (Cont'd)

9-76

IBM's national support center for people with disabilities. Worklife, 1:25-28, Summer 1988.

Descriptors: *Handicapped--Information services / *Information services--Case studies.

9-77

Peters, Jim.

Alternative labor pool. Worklife, 1:39-43, Summer 1988.

Reprinted from Restaurant Business Magazine.

Descriptors: *Handicapped--Employment / *Restaurants.

9-78

Semerad, Roger D.

Brighter outlook for the disabled. Worklife, 1:35-36, Summer 1988.

Descriptors: *Handicapped--Employment.

9-79

Williams, John M.

Technology and the disabled. Personnel administrator, 33:81-83, July 1988.

Descriptors: *Handicapped--Employment / *Technological innovations.

HEALTH PERSONNEL

9-80

Bucher, Rue.

On the natural history of health care occupations. Work and occupations, 15:131-147, May 1988.

Descriptors: *Medical care--Research / *Occupations / *Occupational clusters.

INTERNSHIP

9-81

Hubbell, Larry and C. Morgan Kinghorn.

Fostering organizational renewal. Bureaucrat, 17:33-37, Summer 1988.

Descriptors: *Interns (Civil service) / *Internship / *U.S. Environmental Protection Agency / Federal government.

INTERVIEWING

9-82

Dreher, George F., Ronald A. Ash and Priscilla Hancock.

The role of the traditional research design in underestimating the validity of the employment interview. Personnel psychology, 41:315-327, Summer 1988.

Descriptors: *Inter iewing--Research.

9-83

Maurer, Steven D. and Charles Fay.

Effect of situational interviews, conventional structured interviews, and training on interview rating agreement: an experimental analysis. Personnel psychology, 41:329-344, Summer 1988.

Descriptors: *Interviewing--Research.

INTERVIEWING (Cont'd)

9-84

Weston, David J. and Dennis L. Warmke.
Dispelling the myths about panel interviews. Personnel administrator, 33:109-111, May 1988.
Descriptors: *Group interviewing.

INVASION OF PRIVACY

9-85

Bland-Acosta, Barbara A.
Developing an HRIS privacy policy. Personnel administrator, 33:52-54+, July 1988.
HRIS = Human Resources Information System.
Descriptors: *Invasion of privacy / *Personnel records / *Personnel information systems / *Information policy.

JOB ANALYSIS

9-86

Kingstrom, Paul O.
Determining job requirements for personnel selection. IPMA news (International Personnel Management Association), August 1988.
Special 5 page insert.
Descriptors: *Job analysis / *Task analysis / *Skills analysis.

JOB SATISFACTION

9-87

Neil, Cecily C. and William E. Snizek.
Gender as a moderator of job satisfaction: a multivariate assessment. Work and occupations, 15:201-219, May 1988.
Descriptors: *Job satisfaction research / *Sex--Research.

JOB SEARCH

9-88

Bennett, Amanda.
One middle manager's long job search. Wall Street journal, 212:23, August 18, 1988.
Descriptors: *Job search--Case studies / *Middle managers.

9-89

Solomon, Burt.
Queueing up for next administration. National journal, 20:2036-2037, August 6, 1988.
Descriptors: *Political executives--Selection / *Job search.

LABOR FORCE

9-90

Goldstein, Mark L.
Tomorrow's workforce today. Industry week, 237:41-43, August 15, 1988.
Descriptors: *Labor force--Statistics / *Career staffing.

LABOR-MANAGEMENT RELATIONS

9-91 Ie623 .Un513gu

Broida, Peter B.
A guide to Federal Labor Relations Authority law & practice. Washington: Dewey, 1987. 606 p.
Descriptors: *U.S. Federal Labor Relations Authority--Rules and practice / *Labor-management relations / Federal government.

9-92

Craver, Charles B.
The regulation of Federal sector labor relations: overlapping administrative responsibilities. Labor law journal, 39:387-401, July 1988.
Descriptors: *Labor-management relations--Administration--Evaluation / *Labor-management relations--Law and legislation / Federal government.

9-93

Heshizer, Brian and Jan P. Muczyk.
Drug testing at the workplace: balancing individual, organizational, and societal rights. Labor law journal, 39:342-357, June 1988.
Descriptors: *Medical and physical examinations--Cases / *Drug abusers--Personnel policies--Cases.

9-94

Lees, Judd H.
To arbitrate or not to arbitrate: who decides? Labor law journal, 39:418-422, July 1988.
Descriptors: *Grievance arbitration / *Grievance arbitration--Cases.

9-95

Moberly, Robert B.
Labor-management committees in public employment. Arbitration journal, 43 31-36, June 1988.
Descriptors: *Works councils.

9-96

Raven, Robert D.
Alternative dispute resolution: expanding opportunities. Arbitration journal, 43:44-48, June 1988.
Descriptors: *Bargaining impasse procedures.

9-97

Weaver, Craig S.
Should workers be paid to strike? Personnel administrator, 33:108-110+, June 1988.
Descriptors: *Strikes.

LEADERSHIP

9-98
Ferris, Rodney.
How organizational love can improve leadership. Organizational dynamics, 16:40-51, Spring 1988.
Descriptors: *Leadership theory / *Organizational behavior.

9-99
Gardner, John W.
Leadership development. New management, 6:19-25, Summer 1988.
Descriptors: *Leadership / *Leadership training.

9-100
Giacalone, Robert A.
The effect of administrative accounts and gender on the perception of leadership. Group & organization studies, 13:195-207, June 1988.
Descriptors: *Executives--Characteristics--Research / *Women executives--Characteristics--Research / *Leadership--Research.

9-101
Morrison, James H.
Profiling the new HR management style. Personnel administrator, 33:88-90+, June 1988.
Descriptors: *Leadership style / *Executives--Abilities / *Management methods.

9-102
Peterson, Mark F.
PM theory in Japan and China: what's in it for the United States? Organizational dynamics, 16:22-38, Spring 1988.
PM = Performance maintenance.
Descriptors: *Leadership theory--Comparative studies / *Management methods--Comparative studies / *Management development--Research / *National characteristics--Research / Japan / China.

LEAVE

9-103
Kellam, Susan.
FAA emerges as pacesetter on leave transfer policy. Federal times, 24:3, August 8, 1988.
Descriptors: *Leave--Case studies / *U.S. Federal Aviation Administration--Rules and practice / Federal government.

9-104
Kellam, Susan.
Leave sharing test cases warm hearts, OPM to plan. Federal times, 24:3, August 8, 1988.
Descriptors: *Leave--Case studies / *Leave--Administration / Federal government.

MANAGEMENT

9-105
Caudle, Sharon L.
Federal information resources management after the Paperwork Reduction Act. Public administration review, 48:790-799, July-August 1988.
Descriptors: *Information management--Evaluation / *Paperwork management--Law and legislation / Federal government.

9-106
Covin, Jeffrey G. and Dennis P. Slevin.
The influence of organization structure on the utility of an entrepreneurial top management style. Journal of management studies (Gt. Brit.), 25:217-234, May 1988.
Descriptors: *Management--Research / *Organizational effectiveness--Research / *Organizational structure--Research.

9-107
Harper, Stephen C.
Now that the dust has settled: learning from Japanese management. Business horizons, 31:43-51, July-August 1988.
Descriptors: *Management methods--Comparative studies / *Japan.

9-108
Hofstede, Geert and Michael Harris Bond.
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9-168

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9-170

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